



# The Dalco Distributor

A quarterly newsletter published for customers and vendors of Dalco Enterprises, Inc.

## THE LAWS OF TEAMWORK: Motivate Your Team!

With another major league baseball season in full swing again, Twins fans everywhere will never forget last year's incredible run to catch Detroit on the last day of the regular 162 game schedule. After struggling mightily

*If you think you are the entire picture, you will never see the big picture.*

the first half of the season, at the All-Star game break on July 9, 2006, the floundering Twins were 11 games behind the Central Division leading Tigers. Then, somehow, somehow, the Twins suddenly got hotter than a "three alarm fire", eventually passing Detroit on the last day of the regular season.

The only viable explanation as to how this all happened is simply:

**Teamwork.** The Twins organization, from the front office, to field manager Ron Gardenhire and his coaches, to every Twins player on the roster, came together as one unified force. And, through relentless perseverance, ultimately achieved their collective team goal against overwhelming odds.

Marc Daniels, Performance Improvement Manager for Tennant Company, conducted a customer seminar presentation at Dalco New Brighton's Training Center, entitled "Motivating Your Team". Marc's presentation was based on author John C. Maxwell's highly acclaimed book "(the 17 Indisputable) LAWS OF TEAMWORK". Even though we don't have ample copy space to fully detail each specific Law, we'll attempt to leave

you with a general overview of Mr. Maxwell's central points.

As Mr. Maxwell stipulates, everyone is part of a team. If you are married, you and your spouse are a team. If you are employed, you and your colleagues are a team. If you give your time to a church or other organizations, you are part of a team of volunteers, etc., etc.

And while everyone knows that teamwork is a good thing, not everyone knows how it works. Why do some teams appear to skyrocket toward realizing their vision while others seem to go nowhere. There are no simple answers, observes Mr. Maxwell. If there were, sports would have more back-to-back champions, and the list of Fortune 500 companies would never change. The following are Mr. Maxwell's **17 Indisputable LAWS OF TEAMWORK.**

### 1. Law of Significance: One is too small a number to achieve greatness.

The belief that one person can do something great is a myth. Even Albert Einstein, whose scientific genius revolutionized the world with this theory of relativity, didn't work in a vacuum. Einstein once remarked, "Often times I've stopped to realize how much my own outer and inner life has been built upon the labors of others, both living and dead, and how earnestly I must exert myself in order to give in return as much as I have received."

### 2. Law of the Big Picture: The goal is more important than the role.

If you think you are the entire picture, you will never see the big picture. A team isn't supposed to be a bunch of people being used by one individual for selfish gain. Members of a team must have mutually beneficial shared goals. They must be motivated to work together, not manipulated by someone for individual glory. Anyone who is accustomed to pulling together people and using them to benefit only him/herself isn't a team builder; they're a dictator. It's all about the team. If a team is going to reach its

*There's only one thing more contagious than a good attitude - and that's a bad attitude.*

goal, each team member must be willing to subordinate his/her personal goals for the good of the team.

### 3. Law of the Niche: All individuals have a place where they add the most value.

Have you found your working niche? If so, then stay the course and keep

*Teamwork . . . . . Continued on page 3*

*In this issue . . .*  
*Laws of Teamwork . . . . .1*  
*Dalco Directions . . . . .2*  
*A Dalco Profile . . . . .6*  
*Sales/Vendor Appreciation . . . . .7*

# Dalco Directions

By Ted Stark, III

I've been trying to write this column for several weeks and have had a bad case of writer's block. I don't write often, but when I do I sometimes have a hard time coming up with a topic and words that I feel are worthy of your time to read.

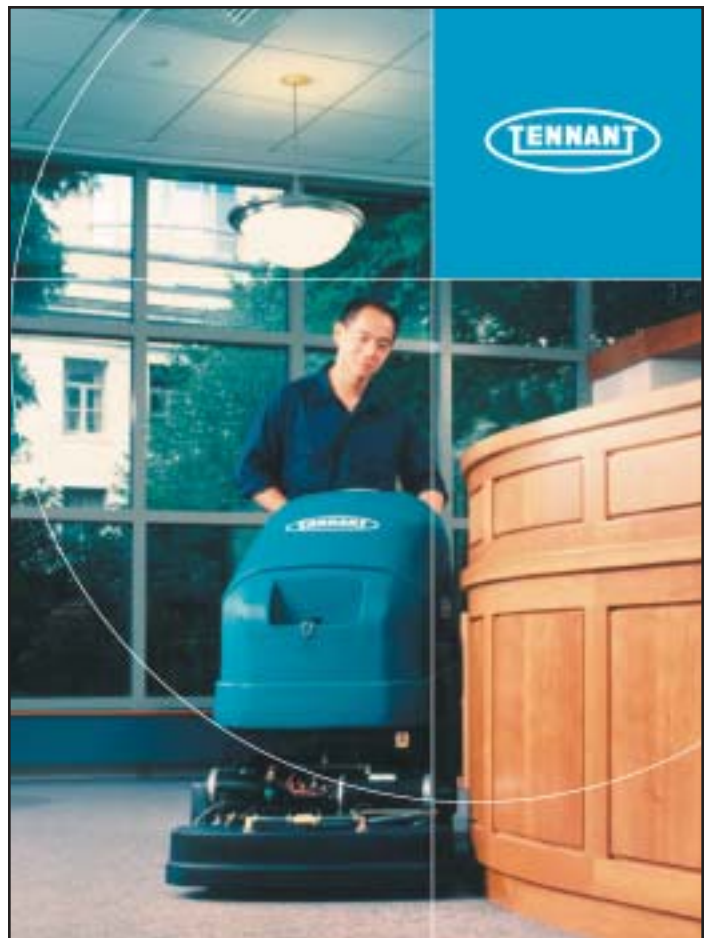


I just got back from visiting a friend in the hospital. He is in a war against cancer, and the latest battle has had him laid up in the hospital for 3 weeks now. Surgery has been delayed, questioned, and now cancelled. But he can't go home until he is able to eat and regains enough strength. Then he will proceed on to the next course of action. It was a beautiful weekend day and I have a lot to do around home. I thought about my friend who would not be enjoying the nice weather. Then I found that one of my errands took me very near to the hospital. A strange coincidence?

In the last couple of years, I have had 4 or 5 friends in a similar fight with a disease. One of these friends is constantly saying "Life is Good". A true and accurate statement that is also a reminder to think positive. I look at the yellow "Livestrong" bracelet on my wrist and each of these friends come to my mind. It makes me grateful that I am reasonably healthy, aside from a few body aches, mostly associated with the fact that I just moved into a new decade of age. It motivates me to exercise, lower my cholesterol, eat better, and enjoy what today brings. Consciously "living in the moment" and "stopping to smell the roses".

Carpe diem is a phrase from a Latin poem by Horace. It is popularly translated to "seize the day"; however, the most appropriate translation, considering the meaning of "carpe" in the sentence as a whole, is believed to be "gather the day", as in picking or plucking a fruit. Whatever phrase you like, the point is to enjoy the present while you are there. If we focus too intently on the future, or the past, it will be easy to miss what is happening right now.

When my children were small and growing up, and the stress of being a parent began to wear on me and my wife, I would catch myself wishing the kids would be older than they were sooner instead of later. If only they would learn to walk. If only they would feed themselves. If only they would be old enough to be in school. If only they would graduate. Now, with 2 of the 3 out of High School, I am glad I didn't miss those other stages. I am glad we took advantage of the activities and events of each age. That is carpe diem. That is creating life memories. That is creating a relationship.



*"The best thing about the future is that it comes only one day at a time." -- Abraham Lincoln*

I guess that is where I wanted to go with this column. Dalco has always been a relationship oriented company. With our coworkers, with our customers, with our suppliers and associates. However, I find it getting harder and harder to develop and maintain relationships. As our Company grows, I can no longer get all of our coworkers together in the same place at the same time. We have coworkers that work together frequently, but have never met face to face. As we try to be more efficient and reduce costs, we perform more functions electronically with email, voicemail, websites, etc. The personal interactions lessen and relationships can diminish.

*"You will never find time for anything. If you want time you must make it." -- Charles Roberts Buxton*

So, is it worth trying to continue being relationship oriented? I believe so. How do we do that in light of today's time demands and technology? We are intentional about looking for and doing things that will enhance relationships. Many times, the small things mean the most. Once in awhile, instead of an email, pick up the phone. Or how about a hand written note. Those are so rare now, that they are always remembered.

*Dalco Directions . . . . .Continued on page 4*

growing and learning in your area of expertise. If not, you need to redirect your interest and focus. A sign of a great team leader is the proper placement of people.

**4. Law of Mount Everest: As the challenge escalates, teamwork needs to elevate.**

You do not climb a mountain like Everest trying to race ahead on your own, or by competing with your comrades. You do it slowly and carefully, by unselfish teamwork. You may not be a mountain climber, and you may not have any desire to reach the summit of Everest. Nevertheless, as any challenge escalates, the need for teamwork elevates.

*If everyone doesn't pay the price to win, then everyone will pay the price by losing.*

**5. Law of the Chain: The strength of the team is impacted by its weakest link.**

Team members who don't carry their own weight slow the team down, and they have a negative effect on your leadership. You lose the respect of your best team members when you don't deal properly with deficient members.

**6. Law of the Catalyst: Winning teams have players who make things happen.**

Catalysts are get-it-done-and-then-some people. When crunch time comes, a catalyst becomes critical, whether it's the salesperson who reaches the impossible goal, the ballplayer who breaks some previous magical record, or a parent who gets a child to believe in themselves at a crucial moment in their life. A team can't reach big goals or even break new ground if it doesn't have a catalyst.

**7. Law of the Compass: Vision gives team members direction and confidence.**

Great vision precedes great achievement. Every team needs a compelling vision to give it direction. A team without vision is, at worst, purposeless. At best, it is subject to personal (and sometimes selfish) agendas of its various teammates. As the agendas work against each other, the team's energy and drive drain away. A team that embraces a vision becomes focused, energized and confident. It knows where it's headed and why it's going there.

**8. Law of the Bad Apple: Rotten attitudes ruin a team.**

There's only one thing more contagious than a good attitude - and that's a bad attitude. Bad attitudes must be

addressed. You can be sure that they will always cause dissension, resentment, combativeness, and division on a team. And they will never go away on their own if they are left unaddressed. They will simply fester and ruin a team along with its chances of reaching its potential.

**9. Law of Countability: Teammates must be able to count on each other.**

We don't work for each other, we work with each other. That is the essence of countability - it's the ability and desire for teammates to work together toward common goals. But countability is not a given. It has to be earned. Team members who can depend on each other only during the easy times have not developed countability. True countability represents Character, Competence, Commitment, Consistency, and Cohesiveness.

**10. Law of the Price Tag: To reach its potential, a team must pay the price.**

People who've never had the experience of being on a winning team often fail to realize that every team member must pay a price. Some team members think that if others work hard, they can coast to their potential. But this is never true. If everyone doesn't pay the price to win, then everyone will pay the price by losing.

**11. Law of the Scoreboard: A team can make adjustments knowing where it stands.**

If a team is to accomplish its goals, it has to know where it stands. The higher the level on which you and your team are competing, the smaller the adjustments become to achieve your best. Making key adjustments is the secret to winning and the scoreboard helps you to see where the adjustments need to be made.

**12. Law of the Bench: Great teams have great depth.**

Any team that wants to excel must have good substitutes as well as starters. That's true in any field, not just sports. You may be able to do some wonderful things with a handful of people, but if you want your team to do well over the long haul, you've got to have a strong bench. A great team with no bench eventually collapses.

**13. Law of Identity: Shared values define the team.**

Just as personal values influence and guide an individual's behavior, organizational values influence and guide the team's behavior. Values help set the standard for a team's performance. A team cannot share values if the values have not been shared with the team. The single greatest way to impact an organization is to focus on leadership development. The most fundamental management truth

Tell someone what you appreciate about them. Surprise them with a positive comment, instead of the negatives we all get too much of. And occasionally, slow down, look around you, and "smell the roses". Be thankful for what you have and enjoy today.

So I spent a couple hours of a beautiful afternoon with a friend in the hospital. That time spent will be remembered. The weeds in my garden will wait. "Life is Good."

*"Learn from yesterday, live for today, hope for tomorrow."*  
--Anon.

*"Live your life each day as you would climb a mountain. An occasional glance toward the summit keeps the goal in mind, but many beautiful scenes are to be observed from each new vantage point. Climb slowly, steadily, enjoying each passing moment; and the view from the summit will serve as a fitting climax for the journey."*  
-- Harold V. Melchert

*"We make a living by what we get, we make a life by what we give."*  
--Sir Winston Churchill

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**14. Law of Communications: Interaction fuels action.**

Effective teams have members who are constantly talking to each other. Poor communication is frustrating and destructive to a team. The team gets stuck because no one knows what the real agenda is. Important tasks remain uncompleted because team members believe someone else is taking care of it - or there is duplication of work. The single all-purpose instrument of leadership is communication.

**15. Law of the Edge: The edge between two equally talented teams is leadership.**

Look at any team that has achieved great success and you will find that it has strong leadership. Leadership is the key to the Law of the Edge, but the responsibility for leadership does not always fall on one person. Although most teams have a designated leader who is ultimately responsible for the oversight of the team, the actual leadership of the team is usually shared.

**16. Law of High Morale: When you're winning, nothing hurts.**

High morale helps the team to perform at its best. It can be the crucial difference maker. When a team has high morale, it doesn't just have to deal with whatever circumstances get thrown at it, it creates its own circumstances. When a team possesses high morale, the performance of its members goes to a whole new level. The team focuses on its potential, not its problems. Team members become more committed and confident. When a team is losing, the opposite effect occurs.

**17. The Law of Dividends: Investing in the team compounds over time.**

Deciding that people on the team are worth developing is the first step to building a better team. The time, money, and effort required to develop team members don't change the team overnight, but developing them always pays off. Where there's a will, there's a way; where there's a team, there's more than one way. If your current team experiences are not as positive as you would like, then it's time to increase your level of investment. Investing in your team compounds over time.

**AFTERWORD**

A lot of people talk about team chemistry in sports as well as in business. Chemistry is what develops when you are able to implement all of the Laws of Teamwork. The more laws you put into practice, the greater chemistry your team will develop. Like the Minnesota Twins last year, no one individual turned their baseball season around, only teamwork and everything it implies made the difference.

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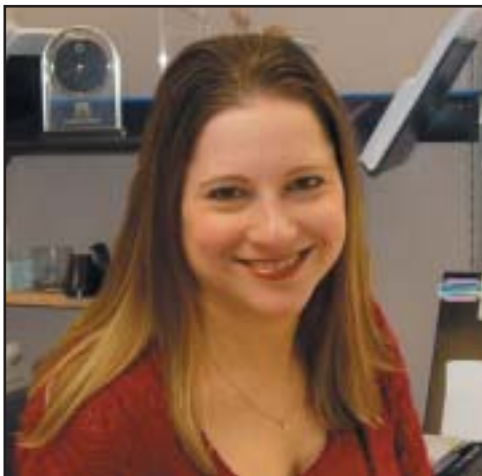
# A Dalco Profile . . . . .

## . . . . Laurie Vevle

Laurie Vevle (pronounced Vev-Lee), Dalco New Brighton's Corporate Accounts Administrative Manager, came to work for the company some 12 years ago (initially as an office temp.), after graduating from Augsburg College. In the beginning, she admits she honestly didn't care if she was around very long. As Laurie speculated, before she actually got her feet wet, just how mentally challenging and exciting could the janitorial supply field be? Floor wax, toilet paper, bowl cleaner, mops, buckets, brooms. . . ho hum.

Laurie was in for a big surprise. Two key factors soon changed her premature notion of the cleaning supply business and Dalco specifically. First, Laurie's temp job opportunity placed her in our uniquely upbeat, consistently busy National Chain Accounts Division, now called Corporate Accounts. Secondly, there was her new boss:

the super high energy, hard charging, fun-loving, and charismatic Vice President of Corporate Accounts, Chuck Panzer. After Laurie's 90 day probationary period, Dalco, and especially



Chuck, were impressed with her overall capabilities and she was equally impressed with them. Today, twelve years later, Laurie still wonders which came first: the totally unexpected administrative challenges of the Corporate Accounts Division, or her totally unconventional boss.

In Laurie's 12 years at Dalco, aside from the move the Twin Cities branch made in 2001 and the acquisition of two sizeable competitors, the most intriguing changes she has seen at Dalco are the advancements in technology. "I can remember," she told us, "around ten years ago when our department got our first PC. There was only one e-mail address for five employees. In the beginning, we only received maybe 6 e-mails a week. Now, everyone has their own computer and I, alone, average 3 to 4 dozen e-mails a day. Plus, with faxing, online ordering, and EDI (Electronic Data Interchange), customer purchasing options today are light years faster and more efficient than how we did things when I first started at Dalco".

According to Deb McCloskey, Customer Service Representative, "Laurie keeps all the plates spinning in our very busy, fast-paced department. She's able to keep all of us - Jeff Marschinke, Scott Callahan, Sharon Bishop, and me on track - with the exception of Chuck who is a lost cause. In fairness though, Chuck is the biggest reason for our amazing success the past 35 years, so I guess we should cut him some slack." Deb also added, "With Laurie's sharp, quick mind, she has a keen understanding of all the departments within Dalco. So she's a great resource whenever we need fast answers to questions regarding other departments".

"Working for Chuck Panzer has been a stitch", Laurie confided during a sit-down interview. "When he is in the office, there's hardly a dull moment. And he treats everyone with the same degree of affection. That's the reason certain colleagues have referred to him as the "Simon Cowell" of the cleaning supply industry".

In spite of being raised in the Minneapolis/Osseo area, one bone of contention with Laurie, among many of her New Brighton contemporaries, is her fervent devotion to the Green Bay Packers and Brett Favre. "Every football fan," Laurie said, "should go to a game at Lambeau Field at least once in their lives, if only for the experience. It's the way football was meant to be played, outdoors, steeped in tradition and history - tailgating, unbelievable fan support, and the Green Bay Hall of Fame Museum". Not surprisingly, Laurie's workspace is reminiscent of a Green Bay Packer's souvenir shop.

For a change of pace last summer, Laurie and a friend took golf lessons together, eventually hacking their way around a few par three courses. "What can I say", Laurie ventured, "It looks so easy on television. But I'm convinced already that Tiger Woods has nothing to worry about".

Laurie's profile would be incomplete, of course, if we didn't hear from her fearless leader who couldn't say enough nice things about her. "For over five years now, Chuck said, "since Laurie became our Administrative Manager, she has made a huge difference in coordinating and directing our inside department needs. She has always been an absolute whiz on the computer, but part and parcel to her management role, she has now personally gotten to know key personnel in all of our major accounts, helping us to solidify closer customer relationships. When there's an occasional fire to put out regarding a delivery problem, an emergency equipment repair issue, etc. Laurie always makes sure the necessary service steps are never left to chance. Laurie is truly an integral part of Corporate Accounts ongoing success".

# Dalco's Annual Sales/Vendor Appreciation Event Held in February

In February, for the fifteenth consecutive year, Dalco held its annual company-wide Sales Awards/Vendor Appreciation Event. Aside from the various individual sales related awards, Rod Dummer, Vice President of Sales, who emceed the two hour affair, had the standing room only crowd at Dalco New Brighton's corporate TEC facility, rolling in the aisles with a bevy of hilarious gag gifts. Given his "Bob Newhart" delivery, *Comedy Central* could maybe use this guy.



Above, Rod Dummer, VP of Sales presents Michael Kline from Kimberly Clark with the 2006 Dalco Vendor of the Year Award.

At right, Ted Stark, III, Dalco President and Rod Dummer, VP of Sales accept the "Distributor of the Year" award from Alan Sodden from Deb SBS headquarters in North Carolina..



Dalco's Vendor of the Year honor went to Michael Kline with Kimberly Clark. And for the seventh year in a row, Bob Diercks, New Brighton Account Manager, (individually from 2000 thru 2003, then with his sales team partner, Greg Hamstad 2004 thru 2006), once again garnered Dalco's most prestigious annual sales achievement laurel: the President's Club Award. Bravo to Bob and Greg for their amazing, unprecedented run. Is it any wonder their Twin Cities sales colleagues have started calling them "Dan Patch and Seabiscuit"?

At right, Ken Jacobs from Dalco New Brighton receives the award for the largest increase in sales.



Dalco's authentic 2006 Sales Awards went to the following company personnel:

1. Sales Growth Increase: *Ken Jacobs/New Brighton*
2. Sales Rookie of the Year:  
*Steve Breinfeldt/New Brighton*
3. Sales Charlie Hustle: *Doug Howe/New Brighton*
4. Sales Support  
*Greg Berg/Company Equipment Specialist*
5. Sales Support:  
*Chris Olson/LaCrosse Customer Service Rep*
6. Mutt Humiston Memorial Award:  
*Gary Van Reese/Duluth Account Manager*
7. Dalco's Traveling Branch Award: *Duluth*



At left, Greg Berg, Company Equipment Specialist, accepts a Sales Support Award from Joni Miklya, Dalco Marketing Manager.

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